



# **King County**

Office of Information Resource Management

## LSJ Integration Program Alternatives Strategy and Approach

November 5, 2002

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## **1.0 REPORT INTRODUCTION**

Presently, the Executive's 2003 budget does not include funding for the Law, Safety and Justice (LSJ) Integration Program. The Office of Management and Budget has indicated that the primary issue regarding program funding are questions regarding the resource required to fund and support the program in 2004 and 2005, estimated at \$11.8 million.

The purpose of this document is to identify a viable alternative for proceeding with the LSJ Integration Program, given the financial constraints of the county. This document:

1. Identifies and defines alternatives for proceeding with the LSJ-I Program.
2. Recommends a specific alternative for proceeding with the program in a manner that achieves the county's objectives while providing explicit decision points for future expenditures.
3. Outlines the business case, funding requirements, and plan for proceeding with the recommended alternative.

## **2.0 SUMMARY OF ALTERNATIVE APPROACHES TO JUSTICE INTEGRATION**

Based on King County's analysis of the LSJ Integration Program, there are three alternative approaches for proceeding with justice integration:

1. Suspend the LSJ-I Program, archive the LSJ Strategic Integration Plan, and continue with status quo operations.
2. Implement the full scope of the LSJ-I Program as recommended. This approach involves developing an integration utility – which includes the “integrated business model,” technical and data standards, technology tools and infrastructure, and a functional prototype(s) demonstrating the use of the utility – and then performing 11-14 integration sub-projects that accomplish all of the business “opportunities” identified and defined during the strategic planning effort. These sub-projects would be performed once the integration infrastructure is available, from January 2004 to September 2005.
3. Refine the implementation plan for the LSJ-I Program in a manner that creates a more incremental methodology for integration. Similar to the original plan, this approach involves developing an integration utility. However, the implementation projects described in the original plan would be performed following a less aggressive schedule. Additionally, multiple decision points regarding project funding and timing would be explicitly documented to optimize spending in line with the fiscal constraints of the county.

The three alternatives are discussed in more detail in Section 5 of this document.

### 3.0 RECOMMENDATION

***Given the limited funding available in 2004 and 2005, Alternative 3 represents the best-case strategy for proceeding with the program.*** This alternative delivers the top priorities, with substantial financial payback, and improves public safety capabilities. This approach also allows the county to maintain an active program, and therefore pursue grant funding to attempt to alleviate the burden of the out-year funding requirements.

This alternative achieves the following:

- Alternative 3 creates the integration “utility” necessary to support county justice integration, and does so in a manner that is consistent with the low-risk best practices of the industry.
- Alternative 3 delivers the highest priority projects associated with both operational savings and public safety improvements.
- Alternative 3 maintains the long-range, cost-effective strategy for integration and delivers tangible benefits, while effectively managing short-term financial resources.
- Alternative 3 allows the county to adjust the scope in the future by defining specific decision points and planning for the re-evaluation of pending projects.
- Alternative 3 introduces minimal new infrastructure to the technical operations of the county.

### 4.0 FINANCIAL ESTIMATES OF ALTERNATIVES

Based on the business case and estimates for performing LSJ integration, and the alternatives regarding implementation scope and associated estimated financial benefits, the following represents the financial impact of the various alternatives:

LSJ Alternative 3 - Incremental Implementation Costs and Benefits					
	Stage 1			Stage 2	Stage 3
	2002	2003	2004	2005	2006+
<b>All-In Costs<sup>1</sup></b>	\$ 170,000	\$1,535,000	\$2,483,000	\$2,512,000	\$6,300,000
<b>Cash Requirements<sup>1</sup></b>	\$ 119,000	\$1,295,000	\$2,004,000	\$2,141,000	\$3,200,000
<b>Funding<sup>1</sup></b>	\$ 218,000	\$1,200,000	\$2,000,000	\$2,141,000	\$3,200,000
<b>Annual Benefits<sup>2</sup></b>	\$ -	\$ -	\$1,732,968	\$ 539,136	\$ 468,000
<b>New O&amp;M Costs<sup>3</sup></b>	\$ -	\$ -	\$ 406,500	\$ 76,000	\$ -

<sup>1</sup>All-in costs represent full program costs, including value of agency staff time; Cash requirements represent those costs paid for by the program; Funding represents the budget appropriation required to support the cash requirements

<sup>2</sup>Annual Benefits = The incremental annual benefit of the projects implemented within that stage of the project.

<sup>3</sup>O&M Costs = Incremental annual costs for maintenance, software licenses, and regular hardware upgrades.

Under Alternative 3, it is assumed that LSJ agencies will contribute “in-kind” resources to the project in the form of business and technical staff loaned to the project. The total hours from the agencies by year is as follows:

- 2003 = 3,990
- 2004 = 6,648
- 2005 = 5,152

**Note:** Under the original plan (Alternative 2), LSJ agencies would contribute “in-kind” resources to the project by year as follows:

- 2003 = 8,580
- 2004 = 16,400
- 2005 = 12,000

## **5.0 EXPLANATION OF ALTERNATIVES**

### **5.1 ALTERNATIVE 1 – SUSPEND THE LSJ-I PROGRAM**

This alternative is to not proceed with LSJ integration as an interagency technology program. Effective immediately, the program would be suspended. No central governance structure or management office would be created, and all resources currently allocated to this program (financial and personnel) would be repurposed, reallocated, or released.

#### **5.1.1 Proceeding Under Alternative 1**

Since this alternative is to not proceed with the program, there are no long-term activities. The CIO would work with members of the LSJ agencies to identify the best method to archive information for future access, and coordinate the shutting down of the existing effort. Therefore, in the future, if any agency or collection of agencies wishes to pursue independent aspects of the program, they would have the previous work available.

#### **5.1.2 Alternative 1 Pros and Cons**

The advantage to this alternative is the county will not immediately spend money on a comprehensive LSJ integration program that provides a cohesive cross-agency approach to criminal justice operations.

The disadvantages to this alternative are as follows:

1. Regardless of the existence of a plan, the county will be required to pursue independent integration activities. These requirements will come from the State of Washington, other justice organizations, or King County itself, and may take the form of either partnership requirements or unfunded mandates. Known examples of these requirements include the following:

- The Adult Justice Operations Master Plan (AJOMP), which requires the county to expand and improve jail systems. The county does not currently have access to accurate and complete criminal and criminal case information at the time of jail intake and program screening, and therefore cannot comply with this approved plan.
  - It is likely that one of the future requirements of AJOMP will be improved integration with the Yakima County Jail to support event scheduling for misdemeanor offenders. King County does not have any capability to easily interact with external parties.
  - The State requires by law that the county comply with the information sharing requirements of its Jail Booking and Reporting System (JBRS), still under development.
  - The King County Sheriff's Office has several initiatives in its technology business plan that are dependent upon the ability of deputies to have access to criminal history, court case status and dispositions, court orders, prosecutor filing decisions, and inter-jurisdictional information. At this time, sheriff deputies cannot access any of this information from the field.
  - The King County Sheriff's Office, in conjunction with the King County Police Chief's Association, will proceed with deploying the Regional Access Information Network ("RAIN") system for all member jurisdictions. Full implementation requires integration with both Jail and Prosecutor applications. The stakeholders of this project have already communicated in national forums that this integration will occur, and made verbal commitments to local police jurisdictions.
  - The county has agreed to deploy a new version of the Juvenile Information System (JUVIS) application developed by the State's Administrative Office of the Courts, as the system of record within the juvenile courts. It is likely that JUVIS will not support all the components of the county's juvenile case management activities, and therefore this new application will not fully replace other juvenile applications but will require integration with them.
2. Based on known information about public safety activities across the United States, if King County proceeds with the status quo, the county will lag behind its peers with regards to justice and public safety. By the end of 2003, King County would likely be the largest county in the United States without a centrally managed LSJ integration program.
  3. King County will not have an active justice integration program. As such, it will be much more challenging to qualify for external funding under any information sharing or homeland security program that specifically supports the management of criminal information.
  4. As previously stated, without a technology strategy addressing the infrastructure of the LSJ agencies, King County will incur new and unplanned costs associated with the infrastructure that supports the criminal justice system. The core systems currently supporting this critical operation were implemented

between 1971 and 1976. During the past 18 months, the majority of the staff with the historical knowledge and responsibility for supporting these applications has retired. Specifically, without any plan for extending the life of the Prosecutor Management Information System (PROMIS) application, the county will need to replace PROMIS. Vendor and internal support for that application, along with the technology itself, has become obsolete and will not continue to effectively support Prosecutor operations. Replacement applications already analyzed would cost approximately \$3-5 million off-the-shelf.

5. Since the Prosecutor will not be able to generate electronic case filing documents, the county will fail to receive significant improvements from the existing E-Filing Project.

## **5.2 ALTERNATIVE 2 – PROCEED WITH PROPOSED LSJ-I PROGRAM**

This alternative involves proceeding with the LSJ-I Program as recommended in the LSJ Strategic Integration Plan dated July 11, 2002. This plan represents the best and most comprehensive approach to achieving all of the identified objectives and requirements of the program, in the most timely manner, while still being feasible from the perspective of risk and change management.

### **5.2.1 Proceeding Under Alternative 2**

Under this strategy, and as recommended in the plan, the LSJ-I Program would proceed as follows:

1. Establish the Program Office and governance structure, as currently planned and documented. The roles and responsibilities of the office, oversight committees, and other individuals, would be consistent with existing program documents. The oversight and governance responsibilities and activities include the following:
  - Establish and review integration goals and objectives, and coordinate and facilitate resolution of any interagency conflicts that may result from divergent goals and objectives within the LSJ community.
  - Provide guidance and direction regarding business goals, technology requirements, priorities, and overall program objectives.
  - Present program information to other elected officials, including the County Council.
  - Represent the county's integration effort in discussions with other jurisdictions, and influence those peers regarding their contributions and participation in the King County program.
  - Specifically work with the State of Washington, City of Seattle, and other jurisdictions to identify mutual opportunities regarding justice integration, and when possible create cooperative efforts to support all parties.

- Formulate the operational and business changes required to realize cost savings resulting from information sharing initiatives, as part of the LSJ-I Program, ensure the implementation of those changes, and resolve conflicts regarding operational changes within the departments.
  - Ensure the overall alignment of the LSJ-I Program to the technology goals and direction of the county, within the context of the King County Strategic Technology Plan, and the Technology Plans of the individual LSJ agencies.
  - Create work plans and project plans that advance LSJ integration in a manner that aligns with the program goals, resources, and commitments, and is consistent with industry best practices.
  - Coordinate resource assignments required to achieve specific tasks and activities, and manage the performance of program resources and program office staff in order to complete tasks, activities, and deliverables as planned.
  - Develop budget requirements for the LSJ-I Program, and organize the inter-agency pursuit of funding to support the program.
  - Develop plans and coordinate efforts to pursue alternative funding sources, including grants.
  - Manage the performance of consultants and contractors hired to support the LSJ-I Program, including management of contractual obligations and commitments associated with the work of the consultants.
2. Execute the planned “phase II” and “phase IIIa” activities to create the “integration utility” required to support future LSJ integration sub-projects. The integration utility will include the following components:
- A unified “integrated business model” that documents the integrated operational environment within the county’s criminal justice process
  - Data and exchange standards that support all agencies, and govern the technical “rules of engagement” for the agencies
  - A middleware infrastructure or tool suite to supports the development requirements of future projects
  - A functional prototype that demonstrates and validates the technical solutions within King County’s operational environment
3. Proceed with a full implementation phase (“phase IIIb”) that involves 11-14 sub-projects, performed between January 2004 and September 2005. These sub-projects are specifically planned to implement operational and technical changes that address the 22 business opportunities identified and prioritized during the strategic planning phase.

### **5.2.2 Alternative 2 Pros and Cons**

The advantage to this alternative is that agencies and jurisdictions in King County will have the capability to share criminal justice information “across time and space” throughout the county. The workflow of a criminal justice case would include the following:



- Various police jurisdictions will be able to electronically collaborate with each other regarding existing cases or suspects by having seamless access to RMS systems and regional investigation information.
- Police in the field will have direct and real-time access to information about criminal history, prosecutor case filing decisions, and court case results.
- The booking of suspects into the jails will be a paperless process reducing data entry and freeing jail officers to better manage the population.
- Case referrals to the King County Prosecutor will be expedited as information will be transmitted electronically rather than sent via paper. As a result, errors will be reduced, the processing of the referral will be more timely, and clerical costs associated with redundant data entry will be eliminated.
- Criminal cases will be filed with the courts electronically, expediting the processing of cases, and improving the ability to share discovery with the Public Defender and defense council.
- Daily management of the jail population will be improved by providing jail staff with information as they need it, through consolidated sources.
- Warrants filed against individuals will be handled more efficiently. Individuals already in custody will be identified and served immediately, reducing the number of appearances they must make in court, and reducing their overall detention time.
- The public in general will have new services and new ways to interact with the criminal justice process, including the ability to review case, criminal, and appropriate public records via the Internet.

The disadvantage of this alternative is the up-front capital investment. The estimated total cost of the LSJ-I Program is \$13 million. Based on the business case, the project achieves a positive return on investment in 2009.

### **5.3 ALTERNATIVE 3 – INCREMENTAL IMPLEMENTATION OF LSJ-I PROGRAM**

This alternative supports proceeding with the LSJ Integration Program in a manner that meets top priority objectives while better managing spending in line with the fiscal constraints of the county. It proceeds following industry best practices regarding the most effect method for executing justice integration, but reduces the initial planned scope to specifically address only top priority business issues identified within King County.

The primary difference between the original plan and this alternative is the initial scope that is funded, and the speed at which the county proceeds with the sub-

projects to incrementally achieve justice integration. Alternative 3 involves a re-scoping of the program into multiple “stages.” As was part of the original plan, the county can stage its funding and implementation decisions based on the completion of specific portions of the overall program, and the successful delivery of implementation sub-projects. Alternative 3 would therefore define these stages as follows:

- **Stage 1** involves “phase II” and “phase IIIa” of the program, and the implementation of the top three priority sub-projects. Stage 1 requires \$3.2 million of cash funding, and results in \$1.7 million of annual savings. Stage 1 would be performed in 2003-2004, with savings phased in incrementally between Q4 2004 and Q2 2005.
- **Stage 2** involves the incremental implementation of the next three priority sub-projects. Stage 2 requires \$2.1 million of additional cash funding, and results in \$539,000 of additional annual savings. Stage 2 would be performed in 2005, and additional savings would be phased in incrementally between Q4 2005 and Q1 2006.
- **Stage 3** involves the incremental implementation of all remaining sub-projects. Stage 3 requires \$3.2 million of additional cash funding, and results in \$468,000 of additional annual savings.

This alternative postpones portions of the work and reschedules the implementation sub-projects. This alternative allows the county to make definitive decisions about if and how to proceed with the later implementation projects, after the high-priority and higher return opportunities have been implemented.

### **5.3.1 Proceeding Under Alternative 3**

Based on the existing plan, the program under this alternative would proceed as follows:

1. Establish the Program Office and governance structure, as currently planned and documented. The roles and responsibilities of the office, oversight committees, and other individuals, would be consistent with existing program documents. The oversight and governance responsibilities and activities include the following:
  - Establish and review integration goals and objectives, and coordinate and facilitate resolution of any interagency conflicts that may result from divergent goals and objectives within the LSJ community.
  - Provide guidance and direction regarding business goals, technology requirements, priorities, and overall program objectives.
  - Present program information to other elected officials, including the County Council.

- Represent the county's integration effort in discussions with other jurisdictions, and influence those peers regarding their contributions and participation in the King County program.
  - Specifically work with the State of Washington, City of Seattle, and other jurisdictions to identify mutual opportunities regarding justice integration, and when possible create cooperative efforts to support all parties.
  - Formulate the operational and business changes required to realize cost savings resulting from information sharing initiatives, as part of the LSJ-I Program, ensure the implementation of those changes, and resolve conflicts regarding operational changes within the departments.
  - Ensure the overall alignment of the LSJ-I Program to the technology goals and direction of the county, within the context of the King County Strategic Technology Plan, and the Technology Plans of the individual LSJ agencies.
  - Create work plans and project plans that advance LSJ integration in a manner that aligns with the program goals, resources, and commitments, and is consistent with industry best practices.
  - Coordinate resource assignments required to achieve specific tasks and activities, and manage the performance of program resources and program office staff in order to complete tasks, activities, and deliverables as planned.
  - Develop budget requirements for the LSJ-I Program, and organize the inter-agency pursuit of funding to support the program.
  - Develop plans and coordinate efforts to pursue alternative funding sources, including grants.
  - Manage the performance of consultants and contractors hired to support the LSJ-I Program, including management of contractual obligations and commitments associated with the work of the consultants.
2. As part of Stage 1, execute the planned "phase II" and "phase IIIa" activities to create the "integration utility" required to support future LSJ integration sub-projects. The integration utility will include the following components:
    - A unified "integrated business model" that documents the integrated operational environment within the county's criminal justice process
    - Data and exchange standards that support all agencies, and govern the technical "rules of engagement" for the agencies
    - A middleware infrastructure or tool suite to supports the development requirements of future projects
    - A functional prototype that demonstrates and validates the technical solutions within King County's operational environment
  3. As an ongoing activity, the Program Office will actively seek alternative methods for achieving the business objectives of various projects. Since some projects will now be performed at a later date than originally planned, they will likely be re-evaluated by management as operational conditions change, and the county may have alternative methods or means to accomplish operational improvements. These methods may include an increased analysis of partnering

with the State, and perhaps radically re-engineering operations in order to shift infrastructure or operational burden from the county to state-provided capabilities.

4. Continuing with Stage 1, initially scope the “phase IIIb” implementation phase of the program as only three top priority projects, which will be performed in 2004. Based on the program plan, those projects would be as follows:
  - Booking and Referral Filing – Develop the ability for both the jail and the prosecutor to receive electronic information from the sheriff/police for bookings and referrals.
  - Consolidated Criminal History – Develop the ability to provide both the prosecutor and the sheriff/police with complete and accurate criminal history.
  - Disposition Update – Automate the updating of case dispositions to benefit the jail, prosecutor, sheriff, and courts.
5. As part of the 2005 budget process, and based on an evaluation of the program, determine whether or not to fund and proceed with the Stage 2 projects. If the county proceeds with Stage 2, based on the program plan the following projects would be implemented in 2005:
  - Warrant Management – Improve the ability to share and distribute warrant information once a warrant is issued by the court.
  - Inmate Program and Classification – Integrate multiple information sources to improve the ability to classify jail inmates and analyze their qualification for alternative detention programs.
  - Public Information Portal – Create a public internet site to provide information about inmates and court case status.
6. As part of the 2006 budget process, determine whether or not to fund and proceed with the Stage 3 projects. If the county does not proceed, LSJ agencies could re-evaluate operations and remaining candidate projects, and pursue new funding as new initiatives.

### **5.3.2 Alternative 3 Pros and Cons**

There are two primary advantages to this alternative:

1. The county will achieve tangible payback for their investment in a much shorter time frame, and with a much lower initial financial commitment and reduced risk.
2. King County will achieve significant capabilities to share criminal justice information and improve both operations and public safety efforts. If the county were to complete only Stages 1 and 2, the workflow of a criminal justice case would include the following:

- Police in the field will have access to information about criminal history, prosecutor case filing decisions, court case results, and court imposed decisions (e.g., no contact orders).
- The booking of suspects into the jails will be a paperless process reducing data entry and freeing jail officer to better manage the population.
- Case referrals to the King County Prosecutor will be expedited as information will be transmitted electronically rather than sent via paper. As a result, errors will be reduced, the processing of the referral will be more timely, and clerical costs associated with redundant data entry will be eliminated.
- Daily management of the jail population will be improved by providing jail staff with information as they need it, through consolidated sources.
- Warrants filed against individuals will be handled more efficiently. Individuals already in custody will be identified and served immediately, reducing the number of appearances they must make in court, and reducing their overall detention time.
- The public in general will have new services and new ways to interact with the criminal justice process, including the ability to review case, criminal, and appropriate public records via the Internet.

The disadvantage of this alternative is the limited scope of the initial planned implementation. King County would not be committing to – nor funding – the projects required to achieve some improvements. This results in uncertainty about the ability for the county to achieve full benefits of justice integration in the future, and may create tension between agencies whose business needs are not being addressed within the initial scope.

## **6.0 ALTERNATIVE 3 TIMELINE AND STAFFING PLAN**

As previously stated, Alternative 3 is the recommended approach for proceeding with LSJ integration. Following the county's technology methodology, the project would proceed under the following timeline:

- Phase II was initiated in August 2002 and is currently on hold. It would resume immediately, and conclude in June 2003.
- Phase IIIa would proceed immediately following Phase II, and conclude in February 2004.
- Phase IIIb would proceed immediately following Phase IIIa. Since Phase IIIb represents incremental implementation, and allows for major decisions regarding if and how to proceed with specific subprojects, the exact dates are not known. However, based on current estimates, the "Stage 2" projects could be completed in Q4 2005.

Appendix A provides a graphical timeline of Alternative 3, showing project timing, milestones, and critical financial decision points.

Appendix B provides a Work Breakdown Structure for the program work to be performed through Stage 1 and Stage 2 for this alternative.

Staffing for the LSJ Integration Program under Alternative 3 will be as follows for the body of work performed in 2003 (Phase II and Phase IIIa):

- The program will employ a full time Program Manager.
- The LSJ-I Program will receive services from the Application and Development Support Services (ADSS) Unit of ITS. The resources required will be defined by the tasks performed, and will be paid for by the program. It is estimated that the program will require approximate 3,040 hours of support from ITS/ADSS during Phase II and Phase IIIa.
- The county will contract professional consulting services to support Phase II. These services will be provided by at a fixed-price bid, and are estimated to require two full time consultants and one part time consultant, for five months.
- The county will receive support from a product vendor in the development of various prototypes. These services will be negotiated at the time the county is reviewing software products. It is estimated the total time provided by vendors to support these activities will not exceed 1,720 hours in 2003.
- The LSJ agencies will provide technical and business resources to support various activities. It is estimated that each agency will provide approximately 525-725 hours of support to the program during Phase II and Phase IIIa. These hours will not be charged back to the program.

Appendix C is the estimated cost/benefit model for Alternative 3.

## **7.0 RECOMMENDED STRATEGY AND APPROACH**

The strategy and approach for proceeding with the recommended Alternative 3 involves three specific activities:

1. Program organization and oversight
2. Near-term “Phase II” program initiation
3. Technical analysis

## **7.1 PROGRAM ORGANIZATION AND OVERSIGHT**

The county has already created documents defining the structure of the program governance, including roles and responsibilities and issue management procedures for the LSJ Integration Program. The documents include the following:

- Program Charter, dated September 6, 2002
- Roles and Responsibilities Document, dated September 9, 2002
- Communications and Reporting Procedures, dated September 10, 2002
- Issue Management Plan, dated September 12, 2002
- Scope Management Plan and Containment Procedures, dated September 12, 2002

These documents will be reviewed, updated if necessary based on the revised scope, and distributed as the “Program Management Plan” for LSJ integration. The Executive Sponsor and Business Sponsor would immediately proceed with implementing this structure.

## **7.2 NEAR-TERM “PHASE II” PROGRAM INITIATION**

Upon approval, the county will immediately proceed with “Phase II” of the program. This phase will create the following deliverables:

- A conceptual technical architecture, based on initial technology analysis efforts
- A unified “integrated business model” that documents the integrated operational environment within criminal justice
- Data and exchange standards that support all agencies, and govern the technical “rules of engagement” for the agencies
- A demonstrable proof-of-concept that delivers a visual example of the capabilities to be delivered for a single business function under an integrated solution

Phase II requires expertise from a consulting company experienced in performing integration analysis within a comparable justice organization. The first step in this phase, therefore, is the issuance of a Request for Proposal (RFP) to solicit professional services. This RFP has been drafted, prepared by Purchasing, and is ready for release.

## **7.3 TECHNICAL ANALYSIS**

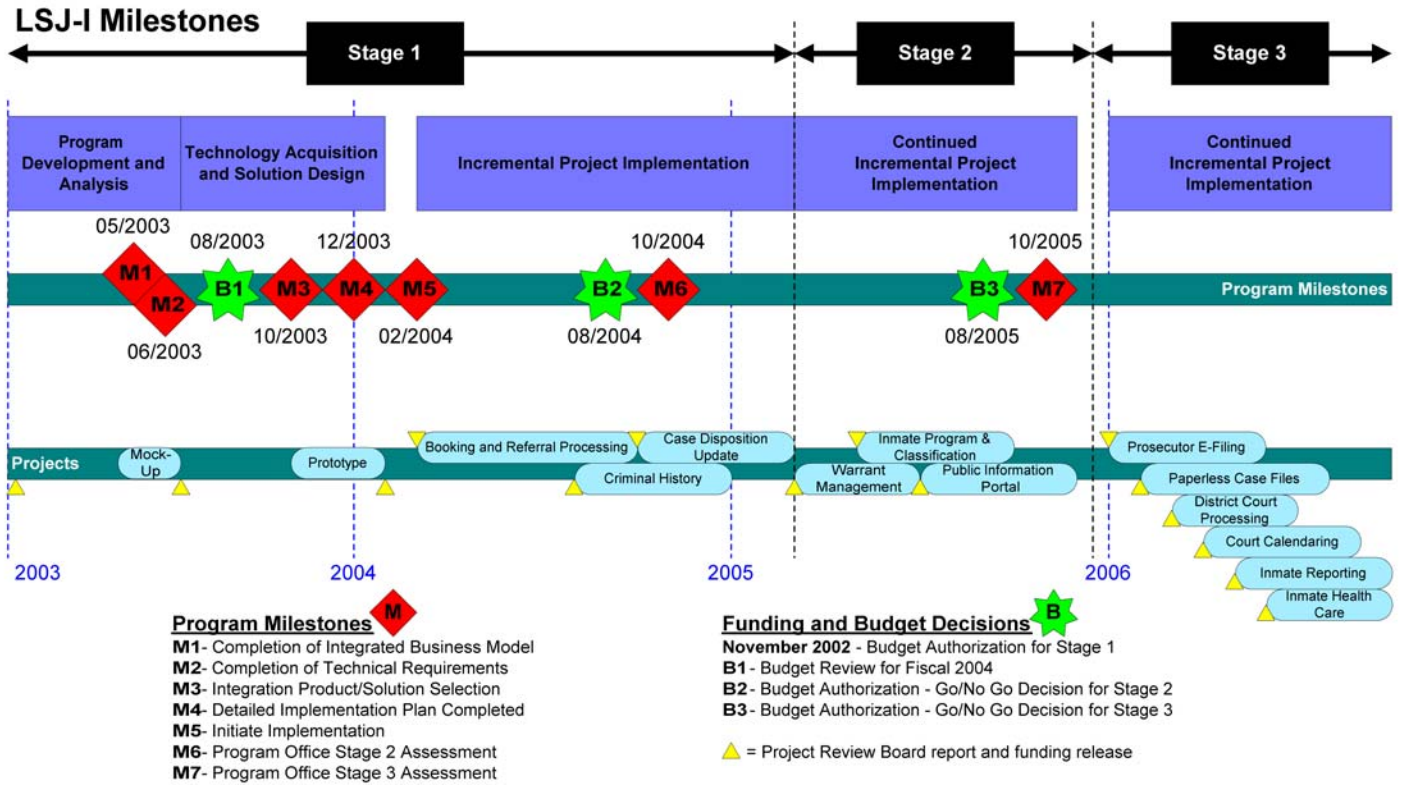
As part of the “Phase II” effort, the county will perform a technical analysis of the LSJ operations. The significance of this activity is that it represents a major change in analytical focus for the LSJ Integration Program. This analysis will involve three key components:

- Develop a conceptual architecture of the technical infrastructure required to support the modified scope of integration.

- Validate the data components and current database technologies in use by the county.
- Produce the technical requirements for LSJ integration, which will be used as evaluation criteria for integration products during later project phases.



## APPENDIX A: ALTERNATIVE 3 INCREMENTAL STAGES TIMELINE



## APPENDIX B: ALTERNATIVE 3 PROGRAM WORK PLANS

### Phase II Work Breakdown Structure (Organization and Analysis Stages)

<b>WBS</b>	<b>Task Name</b>	<b>Business Days</b>
<b>2</b>	<b>LSJ-I Phase II "Project Development"</b>	<b>203 days</b>
<b>2.1</b>	<b>Organization Stage</b>	
<b>2.1.1</b>	<b>Define program management and controls</b>	
2.1.1.1	Create Program Charter	5 days
2.1.1.2	Define program organization	5 days
2.1.1.3	Complete phase plan and PRB methodology alignment	3 days
2.1.1.4	Establish and document program controls	5 days
2.1.1.5	Establish program reporting and communications	5 days
2.1.1.6	Define roles and responsibilities	3 days
2.1.1.7	Identify program tool requirements	3 days
2.1.1.8	Establish scope containment procedures	8 days
2.1.1.9	Define issue management procedures	8 days
<b>2.1.2</b>	<b>Vendor/consultant procurement</b>	
2.1.2.1	Create vendor RFP	11 days
2.1.2.2	RFP response review	15 days
2.1.3	Develop grant coordination work plan	10 days
2.1.4	Program ON HOLD for alternative analysis	33 days
<b>2.1.5</b>	<b>Establish program resources</b>	
2.1.5.1	Create program budget	5 days
2.1.5.2	Establish program facilities and tools	5 days
2.1.5.3	Identify resource gaps	10 days
2.1.5.4	Establish grant management plan	10 days
2.1.5.5	Hire program team	20 days
2.1.5.6	Develop PMO intranet	20 days
2.1.6	Develop risk management procedures	5 days
<b>2.1.7</b>	<b>Stage Milestone and Control Point</b>	
<b>2.1.7.1</b>	<b>Milestone: Program Office operational</b>	
<b>2.1.7.2</b>	<b>Control Point: PRB status report</b>	
<b>2.2</b>	<b>Analysis Stage</b>	
<b>2.2.1</b>	<b>Perform detailed workflow modeling</b>	
2.2.1.1	Define integration cases/units	15 days
2.2.1.2	Define analysis team requirements	5 days
2.2.1.3	Organize analysis teams	5 days
2.2.1.4	Create first order workflow models	15 days
2.2.1.5	Create detailed workflow analysis	20 days
2.2.1.6	Develop to-be workflow model	20 days
<b>2.2.2</b>	<b>Perform detailed data flow modeling</b>	
2.2.2.1	Define data flow analysis teams	5 days
2.2.2.2	Organize data analysis teams	5 days
2.2.2.3	Analyze existing data flow documents	15 days
2.2.2.4	Create data exchange models	20 days
2.2.2.5	Create entity-level data flow models	20 days
2.2.3	Create comprehensive integration models	10 days
<b>2.2.4</b>	<b>Stage Milestone and Control Point</b>	
<b>2.2.4.1</b>	<b>Milestone: Integration models complete</b>	
<b>2.2.4.2</b>	<b>Control Point: IV&amp;V project audit review</b>	

### Phase II Continued (Requirements Stage)

<b>WBS</b>	<b>Task Name</b>	<b>Business Days</b>
<b>2</b>	<b>LSJ-I Phase II "Project Development" (cont)</b>	<b>203 days</b>
<b>2.3</b>	<b>Requirements Stage</b>	
<b>2.3.1</b>	<b>Perform vendor information screening</b>	
2.3.1.1	Develop conceptual design architecture	15 days
2.3.1.2	Develop pre-screen RFI requirements	15 days
2.3.1.3	Develop and issue RFI	10 days
2.3.1.4	Await RFI responses	30 days
2.3.1.5	Evaluate responses	15 days
<b>2.3.2</b>	<b>Develop model prototype</b>	
2.3.2.1	Identify operation/event for prototype demo	10 days
2.3.2.2	Develop prototype	20 days
2.3.2.3	Perform prototype demonstrations	10 days
2.3.2.4	Milestone: Sponsor Acceptance and Approval	0 days
<b>2.3.3</b>	<b>Develop detailed requirements</b>	
2.3.3.1	Document tier 1 operational requirements	10 days
2.3.3.2	Prioritize tier 2 operational requirements	10 days
2.3.3.3	Document technical requirements	15 days
2.3.3.4	Reconcile requirements	10 days
<b>2.3.4</b>	<b>Stage Milestone and Control Point</b>	
<b>2.3.4.1</b>	<b>Milestone: Detailed requirements complete</b>	
<b>2.3.4.2</b>	<b>Control Point: PRB report for release of Phase IIIa funds</b>	

### Phase IIIa Work Breakdown Structure

<b>WBS</b>	<b>Task Name</b>	<b>Business Days</b>
<b>3</b>	<b>LSJ-I Phase IIIa "Implementation"</b>	<b>133 days</b>
<b>3.1</b>	<b>Planning Stage</b>	
<b>3.1.1</b>	<b>Perform vendor selection</b>	
3.1.1.1	Create RFP	14 days
3.1.1.2	Distribute RFP	6 days
3.1.1.3	Await responses	20 days
3.1.1.4	Develop evaluation matrix	10 days
3.1.1.5	Coordinate review and presentation process	10 days
3.1.1.6	Review written responses	5 days
3.1.1.7	Solicit and receive presentations	10 days
3.1.1.8	Select and contract vendor solution	10 days
3.1.2	Milestone: Integration technology solution selected	0 days
3.1.3	Update risk mitigation plan	5 days
3.1.4	Refine implementation schedule and model	5 days
3.1.5	Control Point: Status report to SAC	0 days
<b>3.2</b>	<b>Design Stage</b>	
3.2.1	Vendor review of requirements and scope	10 days
3.2.2	Perform vendor lead JAD analysis	3 days
<b>3.2.3</b>	<b>Design solution</b>	
3.2.3.1	Design infrastructure specifications	10 days
3.2.3.2	Design data management specifications	10 days
3.2.3.3	Design network specifications	10 days
3.2.3.4	Define prototype specifications	10 days
3.2.4	Define customization requirements	10 days
3.2.5	Create first draft detailed implementation plan	10 days
<b>3.2.6</b>	<b>Milestone: Detailed Implementation Plan complete</b>	
<b>3.2.7</b>	<b>Develop prototype</b>	
3.2.7.1	Develop prototype architecture	5 days
3.2.7.2	Develop prototype exchanges	10 days
3.2.7.3	Develop prototype interfaces	10 days
3.2.7.4	Present prototype	5 days
<b>3.2.8</b>	<b>Control Point: PRB report for release of Phase IIIb funds</b>	

### Phases IIIb and IV Work Breakdown Structure

<b>WBS</b>	<b>Task Name</b>	<b>Duration</b>
<b>3.1</b>	<b>Stage 1</b>	
3.1.1	Booking and Referral Filing	160 days
3.1.2	Criminal History	100 days
3.1.3	Case Results/Disposition Update	102 days
<b>3.2</b>	<b>Stage 2</b>	
3.2.1	Improved Warrant Management	80 days
3.2.2	Jail Program and Classification	100 days
3.2.3	Public Information Portal	105 days
<b>3.3</b>	<b>Stage 3</b>	
3.3.1	Prosecutor e-Filing	120 days
3.3.2	Paperless Case Files	100 days
3.3.3	District Court Processing	100 days
3.3.4	Improved Court Calendaring	100 days
3.3.5	Inmate Management and Reporting	80 days
3.3.6	Health Services Coordination	60 days
<b>4</b>	<b>LSJ-I Phase IV</b>	
<b>4.1</b>	<b>Transition</b>	
<b>4.1.1</b>	<b>Program completion review</b>	
4.1.1.1	Review vendor contracts	5 days
4.1.1.2	Identify follow-up work	5 days
<b>4.1.2</b>	<b>Reconcile computing environment</b>	
4.1.2.1	Analyze further upgrade requirements	5 days
4.1.2.2	Migrate program dev and test environments	10 days
4.1.2.3	Dispose of obsolete production hardware	20 days
4.1.2.4	Dispose of obsolete legacy applications	20 days
4.1.3	Update inventory records	5 days
4.1.4	Review maintenance process improvement	10 days
4.1.5	Redeploy project team	10 days
4.1.6	Resume standard technology maintenance	0 days
<b>4.2</b>	<b>Close-Out</b>	
4.2.1	Document lessons learned	5 days
4.2.2	Document technology strategy feedback	5 days
4.2.3	Develop program post-mortem debrief	5 days
4.2.4	Present program post-mortem report to LSJ BMC	0 days
4.2.5	Distribute team recognition	5 days
4.2.6	Obtain signoff on final deliverables	5 days
<b>4.2.7</b>	<b>Program Environment Disposition</b>	
4.2.7.1	Dispose of software and tools	5 days
4.2.7.2	Liquidate PCs and equipment	10 days
4.2.7.3	Resolve facilities	5 days
4.2.7.4	Close out project files	5 days
4.2.8	Close project	0 days

# APPENDIX C: ALTERNATIVE 3 (STAGES 1-2) FINANCIAL ANALYSIS

## LSJ Integration Alternative 3 Cost/Benefit Model – Stages 1-2

Form 1/ Summary, Cost Benefit and Cash Flow Analysis Project LSJ-I Program

31-Oct-02



	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
TOTAL OUTFLOWS	118,745	1,295,185	2,004,029	2,141,029	482,500	482,500	512,750	512,750	546,025	546,025	8,641,538
TOTAL INFLOWS	0	0	205,296	1,674,230	2,272,104	2,272,104	2,272,104	2,272,104	2,272,104	2,272,104	15,512,150
NET CASH FLOW	(118,745)	(1,295,185)	(1,798,733)	(466,799)	1,789,604	1,789,604	1,759,354	1,759,354	1,726,079	1,726,079	
INCREMENTAL NPV	NA	(1,259,052)	(2,758,667)	(3,124,948)	(1,803,311)	(559,417)	591,518	1,674,750	2,674,981	3,616,375	
Cumulative Costs	NA	1,413,930	3,417,959	5,558,988	6,041,488	6,523,988	7,036,738	7,549,488	8,095,513	8,641,538	
Cumulative Benefits	NA	0	205,296	1,879,526	4,151,630	6,423,734	8,695,838	10,967,942	13,240,046	15,512,150	

Cost of Capital	Breakeven Period - yrs.*	NPV \$	IRR %
	Non-Discounted		
6.25%		3,616,375	28.43%

\* - "Non-Discounted" represents breakeven period for cumulative costs and benefits (no consideration of time value of money).  
 \* - "Discounted" considers effect of time value of money through incremental Net Present Value.

## LSJ-I Program Annual Budget, 2002-2011 – Stages 1-2

Form 2/ Project Costs by Year

31-Oct-02

Project LSJ-I Program



PROJECT COSTS	Account Codes	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	LIFETIME TOTAL
Salaries and Wages	5110	34,116	104,004	131,290	151,013	0	0	0	0	0	0	486,422
Employee Benefits	51xxx	23,529	26,001	34,322	31,753	0	0	0	0	0	0	121,606
Supplies	52110	0	3,600	3,000	3,000	0	0	0	0	0	0	3,600
EDP Supplies	52212	0	0	0	0	0	0	0	0	0	0	0
Consulting IT Services	53127	0	260,000	793,320	643,200	0	0	0	0	0	0	1,697,120
Subcontract IT Services	53179	0	0	0	0	0	0	0	0	0	0	0
Travel	53310	0	5,000	7,000	7,000	0	0	0	0	0	0	19,000
Printing	53806	500	1,200	800	800	0	0	0	0	0	0	3,300
Training-IT	53813	600	10,000	20,000	5,000	0	0	0	0	0	0	35,600
IT - Internal Service	55225	0	153,160	561,491	547,063	0	0	0	0	0	0	1,291,714
Hardware/Software	56740	0	540,000	336,000	744,000	0	0	0	0	0	0	1,680,000
Communication Equipment	56750	0	0	0	0	0	0	0	0	0	0	0
Capital IT Lease - Principal	57303	0	0	0	0	0	0	0	0	0	0	0
Capital IT Lease - Interest	57304	0	0	0	0	0	0	0	0	0	0	0
Private Auto Mileage	53318	0	1,000	1,000	1,000	0	0	0	0	0	0	3,000
Telcom Serv-Going Chrg	53211	0	1,200	1,200	1,200	0	0	0	0	0	0	3,600
Software Vendor Services	56xxxx	0	160,000	42,000	0	0	0	0	0	0	0	202,000
		0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COST</b>		<b>118,745</b>	<b>1,295,185</b>	<b>2,004,029</b>	<b>2,141,029</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,558,988</b>

Note: See Instructions tab for other pertinent accounts that could be added to this list.